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MASSACHUSETTS
OFFICE OF
BUSINESS DEVELOPMENT



FROM THE GOVERNOR



ARGEO PAUL CELLUCCI
GOVERNOR

The Massachusetts Office of Business Development (MOBD) is an important resource for any company looking to grow its business in the Commonwealth. Positioned at the center of a vast network of economic development programs and organizations, MOBD is dedicated to providing businesses with invaluable information and strong customer service.

In Fiscal Year 1998, MOBD was instrumental in helping 282 companies to create 10,927 new jobs and retain 20,873 existing jobs across a wide spectrum of industries throughout the state. Our numbers tell an impressive story and we continue to seek new and innovative ways to perfect the relationship between business and government.

With the full support of the Administration and the State Legislature, MOBD will continue its active role as a leader in providing businesses with the resources they need to keep the economic engine of Massachusetts running strong.

Sincerely,

A handwritten signature in dark ink, reading "Paul Cellucci".

Paul Cellucci
Governor

**FROM THE DIRECTOR OF
ECONOMIC DEVELOPMENT**

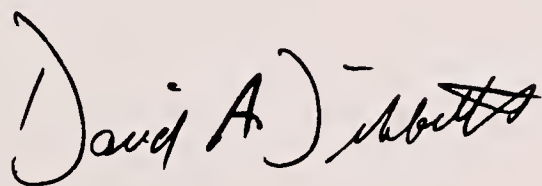
During the past Fiscal Year, the Massachusetts Office of Business Development (MOBD) again established itself as one of the most effective job creation agencies in state government.

The success of the Economic Development Incentive Program (EDIP) was celebrated in an event attended by more than 150 business and local government leaders. The 300 companies that have participated in the program since its inception in 1993 were acknowledged, as were the many cities and towns that have partnered with the state to negotiate tax-incentive packages that have stimulated billions of dollars in economic growth.

MOBD's new marketing campaign included the introduction of *Business Ingenuity*, a publication designed to provide readers with information that can be incorporated into their business strategies. *Business Ingenuity* emphasizes the state's highly educated workforce, vibrant economy, diverse communities and strong business infrastructure. Already, it has become a valuable tool for many companies.

Through MOBD, Massachusetts is able to give companies the professional service they deserve. Our commitment to economic development and job creation remains a high priority and will continue into the future.

Sincerely,



David A. Tibbetts
Director of Economic Development





FROM THE DIRECTOR OF BUSINESS DEVELOPMENT

In 1987, the Massachusetts Office of Business Development (MOBD) was established to promote the growth of all industry sectors in the Commonwealth. For over ten years, MOBD has helped thousands of companies across the state with one goal in mind, the creation and retention of jobs for our citizens.

MOBD has effectively reached out to the business community through its regional offices and satellite locations. Our dedicated staff provides "hands-on" service to all types and sizes of Massachusetts companies.

This past year we sought local partners in communities across the state to help market our services. We also continued to survey our business clients in order to measure our success and performance. The results have been overwhelmingly positive, which suggests that Fiscal Year 1999 will lead to greater accomplishments.

Sincerely,

A handwritten signature in cursive script that reads "Bruce Stebbins". The ink is dark and the signature is fluid.

Bruce W. Stebbins
Director of Business Development

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Established in 1987, the Massachusetts Office of Business Development (MOBD) has a broad mandate to promote job creation and economic development and to expand all sectors of the state's economy by capitalizing on the technical, industrial, educational, manufacturing, cultural, and geographic advantages of the Commonwealth.

At MOBD, businesses will find a team of economic development specialists committed to responding individually to their needs. MOBD provides a full and effective range of business services to Massachusetts companies and serves as the single contact for all companies interested in expanding or locating in the Commonwealth.

MOBD's five regional business centers and satellite operations provide a full array of services which include:

- *Professional responses to all business inquiries*
- *Facilitation of the regulatory, permitting, and licensing processes*
- *Access to federal, state, local and private financial resources*
- *General information on starting a business in the Commonwealth*
- *Identification of training and recruitment resources*
- *Site selection service*
- *Focused industry and geographic specialization*
- *One-stop environmental permitting*

MOBD is also the agency principally responsible for the Economic Development Incentive Program (EDIP). The EDIP was designed to stimulate job creation and investment in distressed areas, to attract new business, to encourage existing businesses to expand, and to increase overall economic development readiness.

MOBD is committed to helping businesses succeed in Massachusetts.

MOBD provides its business partners with professional, efficient customer service. To that end, we survey all projects to get their impressions of our services. Here's what they have to say:

"Your program and capable staff kept our operation in Massachusetts."

Peter Latta
A. Duie Pyle, Inc.
West Chester

"[Our Project Manager] was very professional and helpful. We could not have done the deal without him."

Joseph Cusimano
Honematic Machine Corp.
Boylston

"Highly effective and conscientious about putting us in touch with all personnel, firms, and agencies necessary to fund a \$600,000 project."

Alan Adams
Accutech Plastics
Marlboro

"Excellent! A terrific service!"

Michael Puccia and Rochelle Rezendes
Health Care Staffing, Inc.
Fall River

"Our contact with MOBD was very favorable. It resulted in a meeting with town officials and facilitated a favorable real estate tax to help our move into the Raytheon abandoned buildings in Billerica, Lowell, and Tewksbury."

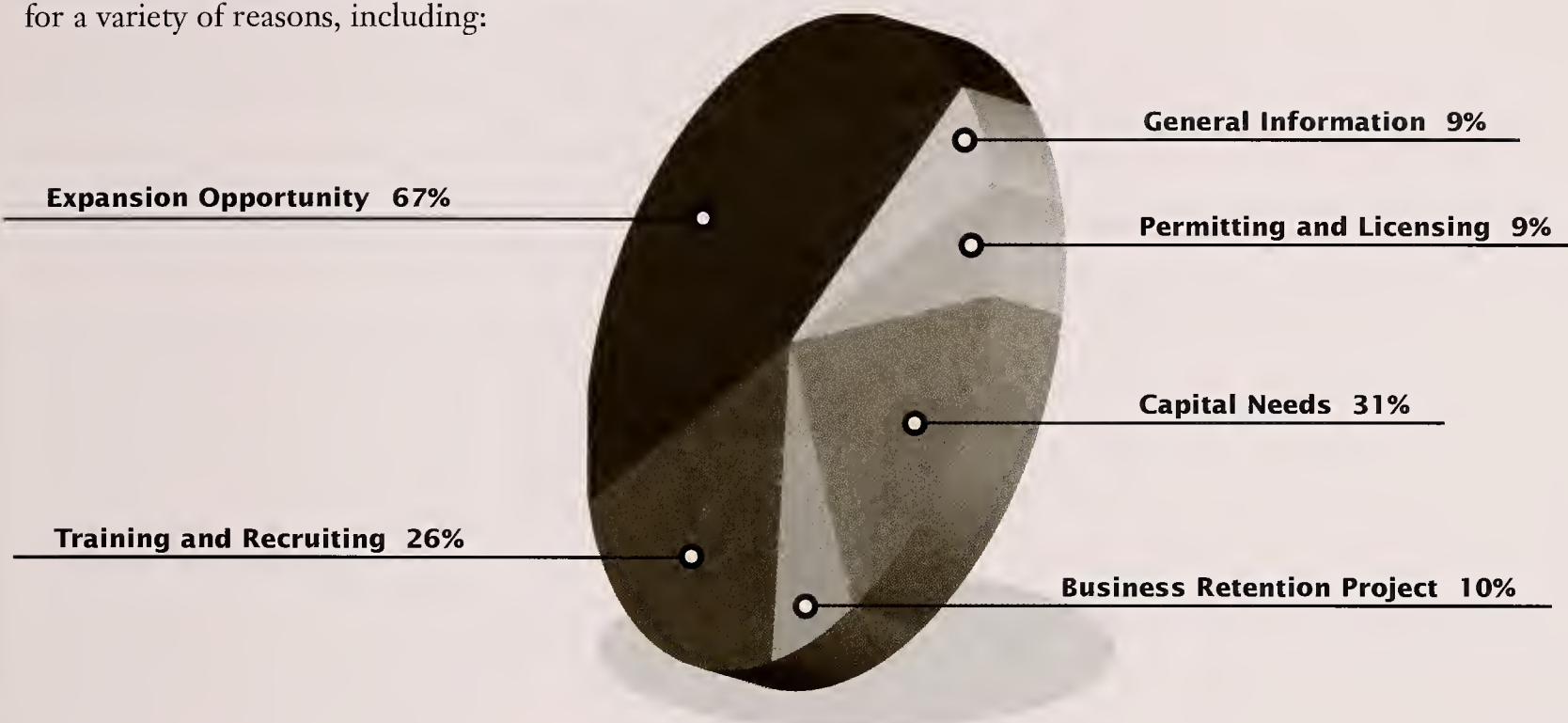
Frank R. Marobella
Cerplex
Lawrence

"We were given a great amount of assistance in putting together a business plan. We were also helped with getting the names and contacts at banks for arranging financing for the business."

John Howard
K&J Packaging
Pepperell

Reasons for Contacting MOBD

In Fiscal Year 1998, MOBD sent follow-up surveys to all companies who completed projects with MOBD assistance. Companies had initially contacted MOBD for a variety of reasons, including:

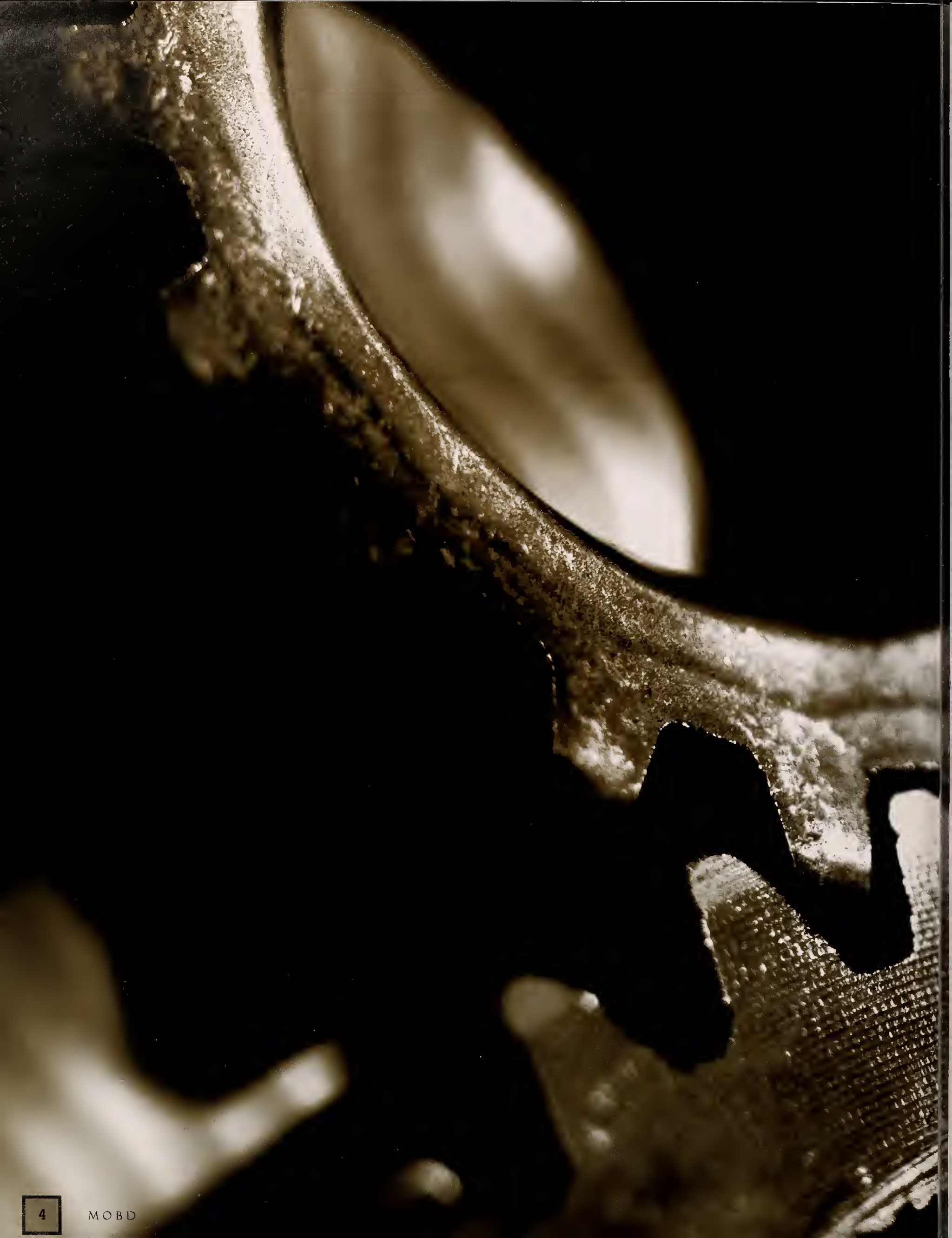


S U R V E Y I N G O U R C U S T O M E R S

MOBD's Effectiveness

MOBD's effectiveness was rated on a scale of 1 to 5, with 1 being not at all effective and 5 being extremely effective. MOBD scored high in all categories.

Coordinated, professional response to your business inquiries	4.4	Specialized industry and geographic knowledge	4.1
Facilitation of the regulatory and licensing processes	4.4	One-stop permitting	4.5
Training and recruitment coordination	4.1	Access to utility-related incentives	3.6
Site selection service to assist in identifying sites	4.1	Coordinated assistance through the EDIP	3.5
		Access to federal, state, local and/or private financing	4.2



In Fiscal Year 1998, MOBD completed 282 projects. The following pages contain case studies on these companies:

Kayem Foods, Inc., Chelsea. This international manufacturer of deli products, and one of the largest privately-owned companies in Massachusetts, desired to expand its hot dog processing facility.

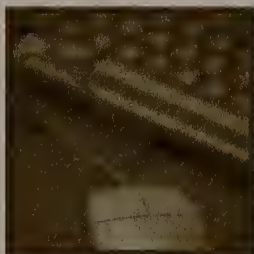
Serta Mattress Company, Holbrook. The second largest brand of quality mattresses and box springs in both the United States and the world. The company sought to expand its production facility.

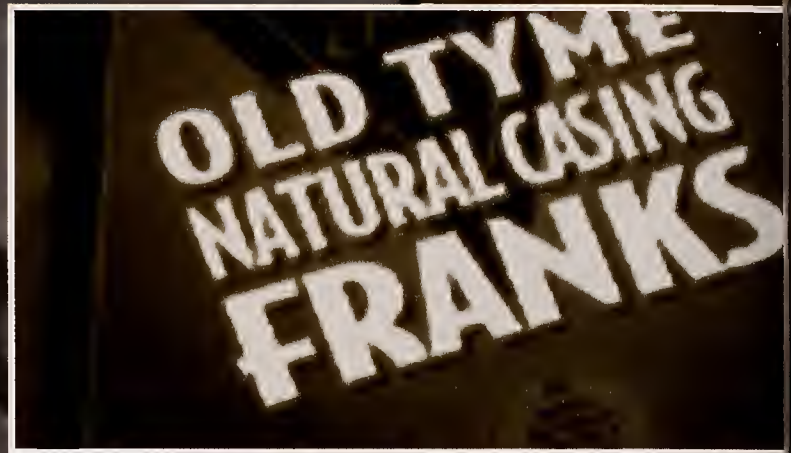
Staples, Inc., Framingham. One of the largest and fastest-growing office supply companies in the world wanted to locate its world headquarters in Massachusetts.

Sullivan Paper Company, Springfield. A printer of paper used for book covers, gift wrap, box covering, and picture framing sought a new building to house a distribution center, warehouse, and light manufacturing space.

Welch's, Concord. The world's leading producer of Concord grape products and a variety of fruit-based foods was seeking to expand its development and testing capacity.

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Kayem Foods, Inc.

Kayem Foods, Inc. started in 1909 as a small meat market in Chelsea, owned and operated by Kasimir and Helena Monkiewicz. Since that time, the company has grown to become one of the largest meat processors and deli distributors on the East Coast. The company manufactures a complete line of hot dogs, hams, and sandwich meats and distributes a full line of deli items such as cheese, salads, and coffees. Today, Kayem is one of the largest privately held companies in Massachusetts. It employs 330 people in its Chelsea facility and another 80 in an additional production facility in Woburn.

Ownership and management, today, include the fourth generation of the founding family. Throughout its history, the company has remained true to its core values of continuous improvement, hard work, and exceeding customer expectations. In 1997, Kayem became the first U.S. hot dog manufacturer to have its quality program earn the internationally recognized ISO 9001 certification. The company is currently constructing a 30,000- square-foot addition to its Chelsea plant to house a modern, continuous hot dog processing line. The new line will be capable of producing 80,000 hot dogs per hour. The total project is expected to cost \$10 million and add 60 new jobs in the Chelsea area.

With the assistance of the Massachusetts Office of Business Development (MOBD) and local agencies, Kayem is utilizing a variety of state-sponsored incentives to finance the expansion. Through MassDevelopment, a state quasi-public financing agency, Kayem will receive up to \$7 million in low-interest financing through a tax-exempt, industrial development bond (IDB). IDBs are available to manufacturing companies to expand their production capacity and increase or retain employment within the state.

Under the Economic Development Incentive Program (EDIP) that is administered by MOBD, Kayem's expansion was approved as a Certified Project and will receive a 5% Investment Tax Credit, as well as a 10-year property tax break from the city of Chelsea. Chelsea was designated as one of 34 Economic Target Areas across the state in 1994. Kayem will also receive a 50% tax break on all areas of the expansion that are related to

improvements on the property under the EDIP program.

Since 70% of Kayem's employees at their Chelsea facility are from the Chelsea area, Kayem has offered a number of training programs for several years. With MOBD's assistance, Kayem received a grant from the Corporation for Business, Work, and Learning (CBWL) through the Employed Workers Initiative program, to provide English as a Second Language (ESL) and GED Training to its employees.

By working with MOBD and local government, Kayem Foods utilized state-sponsored programs to cut their cost of expansion. As a result of business and government working together, both parties benefited from this project. The expansion will have added 60 new jobs, which will be filled primarily by local workers. ●





Serta Mattress Company

Serta Mattress, a division of S-N Bedding Company, is the second largest brand of quality mattresses and box springs in both the United States and the world. Established in 1920, Serta has been selling mattress products for almost 80 years. Operating out of a small, leased facility in Holbrook, Massachusetts, the company recently sought to expand its production facility due to significant growth. The Massachusetts Office of Business Development (MOBD) was contacted early on to assist in this effort.

Unable to locate an existing building suitable to its needs, the company decided to build a 150,000-square-foot, state-of-the-art facility at the Campanelli Business Park in Middleboro. The building will serve as corporate headquarters and manufacturing space for the company, as well as a product showroom for retailers. The project will also allow for a later expansion of 65,000 square feet. Although the company considered several locations outside of Massachusetts, remaining in the area was a priority due to the region's attractive workforce. Many of Serta's current employees are second- and third-generation families with the company.

Serta's new expansion project in Middleboro qualified as a Certified Project under the Economic Development Incentive Program (EDIP) administered by MOBD. The program allowed Serta to take advantage of a number of incentives, including a 5% Investment Tax Credit and a 20-year Tax Increment Financing (TIF) agreement with the town of Middleboro. In return, Middleboro will gain the long-term benefit of real estate taxes paid by the company, and residents of the town will be given priority in the application process for new jobs created. The Certified Project designation allows for the construction of a new facility without sacrificing the company's competitive advantage.

Through MassDevelopment, a lending agency for the Commonwealth, Serta Mattress received an Industrial Development Bond (IDB) for \$9 million, which will come in two phases: \$5,000,000 in 1998 and \$4,000,000 in 1999. The IDBs are available for a wide range of industrial and commercial capital expansions, including manufacturing, warehouse and distribution, economic development, and research and development projects.

The company currently employs 131 people and plans to add 24 new jobs once the new facility is operational. Due to the record growth it has been experiencing, Serta anticipates increasing its overall number of employees by another 200 over the next few years if this trend continues. ●



**WE MAKE THE WORLD'S
BEST MATTRESS.™**



Staples, Inc.

The Massachusetts Office of Business Development (MOBD) was recently put to the test when Staples, Inc., one of the largest and fastest-growing office supply companies in the world, decided to locate its world headquarters in Massachusetts. MOBD acted quickly and coordinated this large-scale project with the assistance of many state agencies and local economic development entities to present Staples with a proposal that would benefit the company's future.

Staples provides 30,000 jobs worldwide and is the third largest employer in Massachusetts, with company revenues of \$5 billion. Due to significant growth, Staples needed to expand. The company expressed this need to the Metro West Chamber of Commerce, who then contacted MOBD. The expansion would combine three Massachusetts locations to form a campus-style complex that would include the company's corporate headquarters as well as additional office space. An 82-acre lot in the town of Framingham was chosen as the best location for the 650,000-square-foot facility. The cost of construction resulted in \$75 million of private investment and created 600 new jobs while retaining 1,400 jobs for the state of Massachusetts.

MOBD worked closely with town officials to designate a new Economic Opportunity Area (EOA) encompassing the proposed site. Once designated, Staples qualified for Certified Project status, allowing for a 10-year Tax Increment Financing (TIF) agreement with the town of Framingham—an estimated \$11 million in savings. As part of the agreement, Staples will cap a town-owned landfill near the expansion site, relieving Framingham of all future liability. The state also contributed a 5% Investment Tax Credit worth an estimated \$3 million in savings to the company.

All roadway improvements were coordinated with the Massachusetts Highway Department (MHD). MOBD's streamlined permitting process allowed Staples to obtain an MHD Highway Access permit and a Department of Environmental Protection Sewer Extension permit quickly and efficiently. When the town of Framingham later realized it did not have enough sewer capacity for the expansion, MOBD coordinated a meeting with the Department of Housing and Community Development to apply for a Community Development Action Grant (CDAG). On

May 27, 1998, the town of Framingham received a grant in the amount of \$708,600 for improvements to its overburdened sewer system. To obtain additional cost savings and energy efficiency, MOBD provided Boston Edison with a complete overview of the expansion.

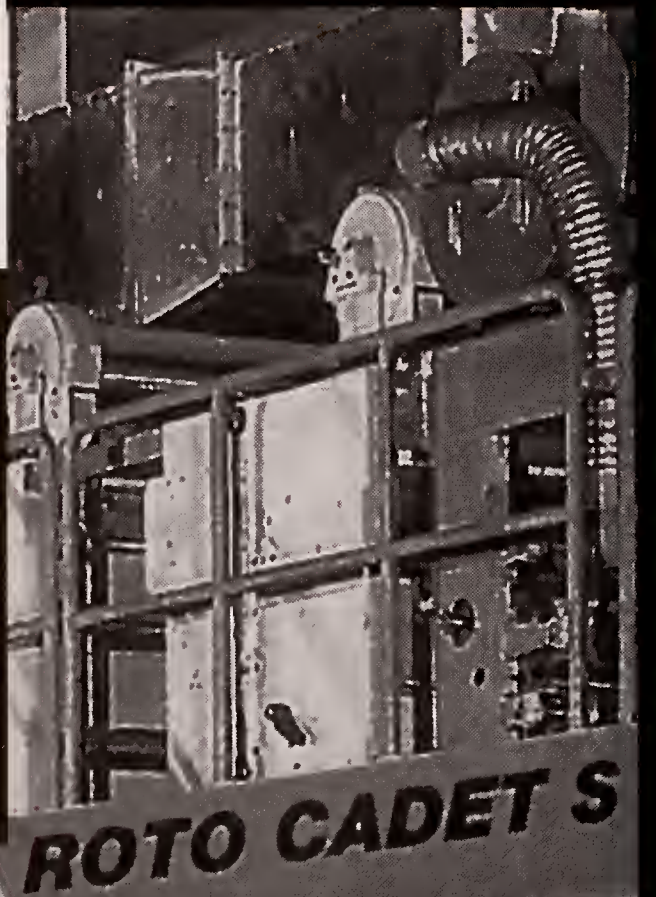
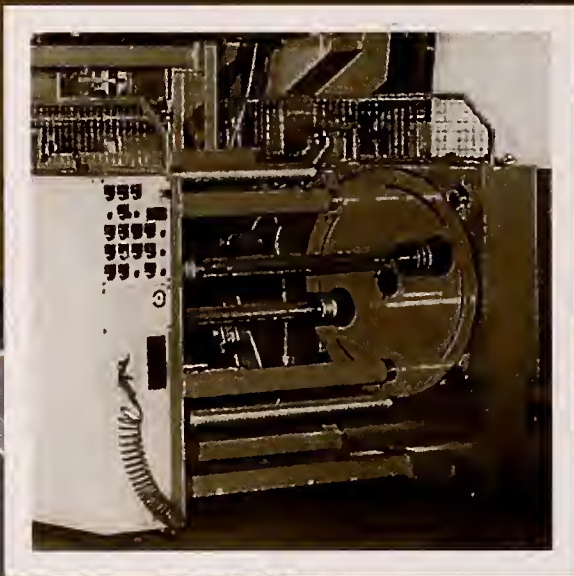
Concerned with the ability of its employees traveling to and from work, Staples made transportation a major priority in its expansion plans. MOBD contacted the Transportation Management Association (TMA). The TMA will provide Staples employees with a Lift Ride service from the commuter rail, a guaranteed ride home program, and a ride-matching vanpool service which will greatly reduce the time and expense of their commute.

MOBD also introduced all training programs to Staples. The company will participate in the Full Employment Program (FEP), which is a welfare-to-work program administered by the Division of Employment and Training (DET). FEP provides employers with an opportunity to improve or expand their workforce while helping welfare recipients earn a paycheck.

During the planning process, local communities expressed concern over increased traffic due to the expansion. In response to this concern, a Public Works Economic Development (PWED) application was submitted for funding to improve the safety and flow of traffic. In August 1997, Governor Cellucci announced the PWED grant in the amount of \$1.4 million that would fund six roadway improvements.

Staples plans to have its first phase of construction completed by October 1998, and the new facility will be staffed and operational by February 1999. The project required multi-dimensional coordination and is an example of the state, local communities and businesses working together to provide jobs and economic growth in the Commonwealth. ●

STAPLES®



Sullivan Paper Company

The Sullivan Paper Company originated in a small rented building on Hanover Street in Springfield, Massachusetts with a one-color gravure printing press. At that time, the company printed paper primarily used for book covers. In 1952, Sullivan Paper incorporated and shortly after moved to West Springfield. Over the years, sales have increased and forced the company to purchase additional printing equipment and printing accessories. In addition to book covers, Sullivan Paper now prints paper used for gift wrap, box covering and picture framing. Annual sales have risen over the past fifty years to more than \$40 million per year.

In 1997, driven by considerable growth, Sullivan Paper began to review expansion opportunities. In addition to Massachusetts, the company considered expanding in New York and Wisconsin. At the same time, Sullivan Paper received marketing material from the Massachusetts Office of Business Development (MOBD). The Massachusetts Ingenuity Packet, containing information that highlights Massachusetts' many advantages and programs, got the attention of company executives who contacted MOBD directly for assistance.

Today, Sullivan Paper is in the final stages of completing a \$7 million expansion project in Massachusetts that includes a 131,000-square-foot building in an Economic Target Area of Springfield. The new facility will include a distribution center as well as warehouse and light manufacturing space.

MOBD coordinated Sullivan Paper's expansion by introducing them to both local and state programs. The company became a Certified Project under the Economic Development Incentive Program (EDIP) and negotiated a 5-year Tax Increment Financing (TIF) agreement with the city of Springfield. The TIF agreement allows the company to take a property tax exemption for five years. The company will also be able to take advantage of a 5% Investment Tax Credit as part of its Certified Project status.

Sullivan Paper also received a tax-exempt Industrial Development Bond (IDB) from MassDevelopment. The bond purchaser is exempt from paying federal and Massachusetts income tax on the bonds, with the savings passed onto the borrower through lower interest rates. Proceeds from an IDB may be used to acquire, renovate and construct buildings, and to purchase land and new

equipment.

MOBD also introduced Sullivan Paper to the Hamden County Employment and Training Consortium, which gave technical and financial assistance for the training of new employees.

The state's willingness to work with the business, and continued efforts to promote economic opportunity, resulted in the expansion of a growing company and 24 new jobs for the community. ●

Sullivan  INC.
PAPER COMPANY



Welch's

Welch's is the world's leading producer of Concord grape products and a variety of fruit-based foods including juices, drinks, jams and jellies. The origin of the company dates back to 1869, when Dr. Thomas Bramwell Welch succeeded in pasteurizing grape juice, the first fruit juice to be preserved in the United States so that it could be served throughout the year, and thus began a new industry. Today, the company is headquartered in Concord, Massachusetts, with operating plants in New York, Pennsylvania, Michigan and Washington. Welch's products are distributed in more than 175,000 grocery and retail stores throughout the United States and in more than 30 countries around the world.

The Massachusetts Office of Business Development (MOBD) was contacted by Welch's regarding a planned expansion in the town of Billerica. The company was seeking to expand its development and testing capacity and had already identified a site for the new Welch's Technology Center.

MOBD coordinated a meeting with local officials from the community to discuss a Tax Increment Financing (TIF) Agreement through the Economic Development Incentive Program (EDIP). The proposed project was located within the boundaries of an Economic Opportunity Area designated in 1994. In consideration of Welch's commitment to create a number of permanent full-time jobs within five years and using its best efforts to hire from the local community, a 5-year TIF was granted. The project will result in \$7,000,000 of private investment, new construction and renovations.

MOBD also helped the company apply for financing through MassDevelopment, a quasi-public lending agency. MassDevelopment provided a \$3.4 million tax-exempt Industrial Development Bond (IDB) for the renovation of the building as well as for the purchase of new equipment. ●



March 9, 1998 marked the 5th anniversary of the signing of the Economic Development Incentive Program enabling legislation, Chapter 19 of the Acts of 1993, into law.

The EDIP is administered by the Economic Assistance Coordinating Council (EACC), an 11-member public/private council that reviews applications for designation of Economic Target Areas, Economic Opportunity Areas, and Certified Projects. MOBD works with businesses and municipalities to ensure proper program implementation.

The EDIP creates a unique partnership among the business community, local government, and state government. Businesses seeking Certified Project designation must negotiate a property tax agreement with their host municipalities, and must commit to the creation of new, permanent full-time jobs. Upon receipt of local and state approval, the company may access a 5% Economic Opportunity Area credit that operates as an enhanced Investment Tax Credit for qualifying expenditures associated with the project.

As of June 30, 1998, the EACC had approved 265 Economic Opportunity Areas in 82 municipalities and



313 Certified Projects in 73 of those municipalities. The EACC has also approved seven exceptional opportunities for economic development projects usually located outside of an Economic Target Area, but that have committed to either the creation of 100 new, permanent full-time jobs, or a 50% increase in their current workforce.

In Fiscal Year 1998, the Massachusetts Office of Business Development's Economic Development Incentive Program was instrumental in the creation of 6,110 new, permanent full-time jobs and the retention of 11,549. The private investment fueled by this program measured approximately \$636 million this past fiscal year. In June of 1998, the EACC designated its 300th Certified Project and surpassed the 40,000 jobs retained mark. More Certified Projects were designated in Fiscal Year 1998 (132) than in any previous year.

Since its inception, the EDIP can be credited with the creation of 23,154 new, permanent full-time jobs, the retention of 40,945 jobs, and the investment of \$2.69 billion by private industry. This program has become a perfect example of the state's commitment to economic recovery. The incentives offered have helped our communities advance several key development projects that otherwise may not have succeeded. ●

The Industry Specialist Program was established in 1993 as a result of recommendations made by the Governor's Council on Economic Growth and Technology. The program provides participating trade organizations with a single point of contact within state government, and provides direct one-on-one assistance to firms in those industries. The Industry Specialists assist in the expansion of firms in the selected industries, work to eliminate antiquated and redundant regulations, and develop training and finance programs responsive to the needs of the selected industries.

The Industry Specialist works with corresponding trade organizations to ensure the efficient delivery of state development services to the participating firms and provides the Administration with industry views on state-related issues. Additionally, the cooperative environment provides the Administration the opportunity to work on Federal issues of importance to an industry.

The Industry Specialist Program continues to help companies comply with state regulations, assures the timely delivery of permits, identifies state-related issues affecting an industry's ability to grow, and makes certain the Administration is advised about the impact of proposed legislation upon a participating industry.

During the past year there have been many significant changes and events. As a result of the deregulation of energy provision, the Industry Specialist serving the environmental industry has expanded focus to include the renewable energy industry. The deregulation of the telecommunications industry has resulted in expanded

opportunities for this Industry Specialist, as additional service providers seeking locations in Massachusetts are needed to serve this market. The biotechnology industry program received the national Biotechnology Industry Association Award for outstanding state program in 1998.

MOBD currently works with the Massachusetts Biotechnology Industry Council, the Massachusetts Medical Device Council, the Massachusetts Interactive Media Council, the Massachusetts Telecom Council, the Massachusetts Software Council, the Cape Cod Technology Council, and the Environmental Business Council of New England. ●



The Manufacturing Economy

The manufacturing sector, this year, enjoyed its best year since 1982 and its sixth consecutive year of upward performance. Massachusetts now outpaces the nation in the rate of job growth, production increases, and exports. For the first time in 12 years, the sector actually "added" new manufacturing jobs to the economy (over 11,000).¹ The Massachusetts manufacturing job growth rate is 2.5%, compared to 1% nationwide. The state's manufacturing production grew at a rate of 8%, compared to the nation's 6.3% growth rate. The Massachusetts manufacturing export growth rate has outpaced the nation for three consecutive years and increased by 12.3% in 1997. Manufacturing exports surged to over \$17 billion, far surpassing any other Massachusetts industry.



¹These are high-wage, high-skill jobs, which pay 28% above state average.

This is an exciting and crucial time for manufacturers. Technology is rapidly changing. These rapid changes are affecting not only the way things are made but also the products themselves. As technology continues to move forward, Massachusetts needs to position itself to maintain and improve its competitiveness in the global economy. The Massachusetts Office of Business Development has sparked initiatives, coordinated resources, and has provided a voice for manufacturers to contribute to the positioning of Massachusetts as a supportive, business-friendly environment where manufacturing companies can compete and prosper.

Assistance to Manufacturers

There are over 14,000 manufacturing companies in Massachusetts. These companies employ over 450,000 people or 1 in every 7 workers in the state. Manufacturers contribute over \$1 billion annually to the state tax revenues. However, the vast majority (85%) employ fewer than 50 people, and over 60% employ fewer than 10 people. Nearly one-half of all manufacturing companies (46%) employ fewer than five people. These smaller companies often lack the resources to access the new technologies and business services available to them.

The Manufacturing Division works directly with manufacturing companies seeking help to move into, expand in, or remain in Massachusetts. The division also works to coordinate the MOBD staff and other state and quasi-public agencies to integrate the numerous programs and initiatives for manufacturers into a comprehensive package of technical, financial, regulatory, and workforce development assistance.

"The real [benefit of this project] is the development of a culture that produces results that show up on the bottom line."

Mr. David Trombino, General Manager
TecDoc Publishing
Hudson, MA

TecDoc tried to implement a continuous improvement program, but according to the CEO, they faced the reality that you can encourage and empower people, but they don't necessarily know how to work as a team or solve a problem. The company realized that to overcome this barrier to success, they would need comprehensive team and problem-solving training. The Greater Boston Manufacturing Partnership was a partner in conducting a TQM training project that was a tremendous success.

The coordination of the delivery of those services that meet the needs of the diverse manufacturing base is also in the divisions' scope of services.

In Fiscal Year 1998, MOBD staff completed projects with 163 manufacturing companies on such issues as financing, permitting, site selection, incentive packages, and job placement and training assistance. These efforts resulted in the creation of 6,868 jobs and the retention of 13,431 jobs.

In order to help Massachusetts manufacturing companies increase their competitiveness and allow access to new and larger domestic and international markets, the Commonwealth, through the Manufacturing Division of MOBD, invests in a manufacturing extension service to encourage and facilitate technological and operational innovation in manufacturing.

The Massachusetts Manufacturing Partnership (MMP)

is a public/private partnership with the state, the U.S. Department of Commerce's National Institute of Standards and Technology (NIST), and the manufacturers of Massachusetts.

Launched in 1994, MMP, through five regional nonprofit partners, provides companies with local access to a vast array of customized manufacturing technology and business services. MMP designs practical and cost-effective solutions to assist companies in increasing quality, streamlining processes, strengthening employee performance, and enhancing products. Their goal is to enable the company to work better, faster, cheaper, and cleaner.

During fiscal year 1998, MMP visited 1,197 companies, providing 837 of those companies with quick solutions. MMP also completed 409 in-depth technical assistance projects. This year MMP held 85 informational, technical, educational events, which were attended by 2,446



businesspeople representing 1,234 manufacturing companies.

Since its inception, MMP has visited with 4,285 manufacturers across the state and conducted 2,781 informal engagements providing quick solutions to business and manufacturing issues. During this period, MMP has

Ms. Suzanne Conroy
Applications and Development Manager
Advanced Surface Technology, Inc.

"Procedures that once took hours to perform are now completed in minutes, and those that became outdated or unnecessary can now be quickly modified or discontinued."

Through the MMP in Merrimack Valley, Advanced Surface Technology (AST) joined a group-based ISO 9000 training collaborative sponsored by Merrimack College. The ISO 9000 training and registration has had a number of important benefits for AST. Beyond better inventory management, the firm's internal operating procedures are now more streamlined and accessible to the workforce.

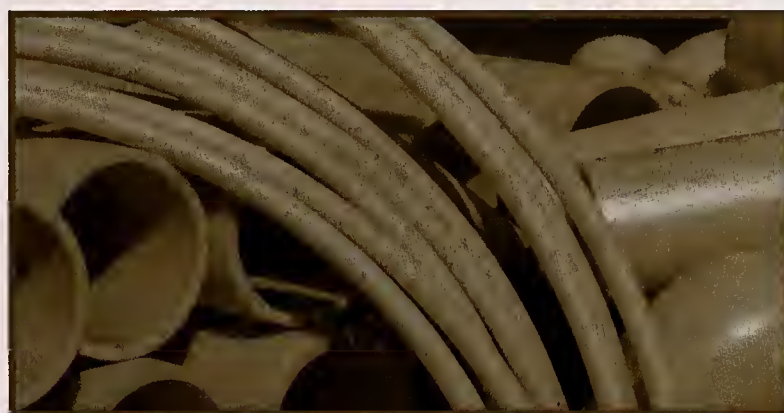
completed over 1,498 technical assistance projects with 854 companies. The total economic impact for the public investors is \$50,751,168 in increased sales, cost savings, and investments in plants, equipment, and employee training.

3rd Annual Manufacturers' Week

During the week of May 11-15, 1998, business leaders, workers, elected officials, and citizens celebrated the 3rd Annual Manufacturers' Week. Governor Cellucci issued a proclamation which set aside this week to showcase the Commonwealth's manufacturing industries and to give them some well-deserved recognition. MMP and MOBD were joined by the Massachusetts Economic Development Council (MEDC), MassDevelopment, Associated Industries of Massachusetts (AIM), chambers of commerce, trade associations, cities and towns, and many manufacturers to create and coordinate the many activities which included over 40 events throughout the state.

The week began with an historical perspective. The American Industrial Revolution was born in Massachusetts, with the water-powered mills of Lowell playing a major role. The Boott Mills in Lowell were the venue chosen for the Manufacturers' Week kick-off announcement. The manufacturing perspective then fast-forwarded 150 years to the opening day luncheon at the Massachusetts Institute of Technology (MIT). *Technology and the Future of Manufacturing*, with both a national and Massachusetts perspective, was the theme of the luncheon, where attendees learned that the current evolution in manufacturing is so rapid as to be classified as the next industrial revolution, and that Massachusetts is one state leading the way.

For the third year, Manufacturers' Week was successful in increasing the awareness of legislators, local officials, and the general public on the importance of the contributions of manufacturing companies to our communities and the importance of high-wage jobs that significantly contribute to a high standard of living for residents of the state.



Special Projects 1998

Plastics—In fiscal year 1998, the Director of Economic Development, David A. Tibbetts, and the North Central Chamber of Commerce convened a task force for the Plastics Industry in Central Massachusetts.

Leominster is the birthplace of the plastics industry, and a large concentration of plastics and related companies reside in central Massachusetts.

The major finding of the Task Force was the need for a statewide industry connection and association. In March 1998, the Massachusetts Plastics Alliance was formed by coordinating the Berkshire Plastics Network, the Merrimack Valley Plastics Network, the North Central Plastics Council, the Society of the Plastics Industry (SPI), and the American Plastics Council (APC). The group is now established as a non-profit corporation and

will be influencing the business climate, identifying opportunities, and solving problems for the 650 plastics companies in Massachusetts for years to come.

Machine Tools—Throughout fiscal year 1998, the Manufacturing Division worked with the Western Massachusetts Precision Institute (WMPI) to continue its operations and expand its facility and capabilities for the benefit of companies in western Massachusetts. WMPI was founded by the National Tooling and Machining Association (NTMA), Western Massachusetts Chapter. WMPI trains both new entrants to the labor force and unskilled or semi-skilled incumbent workers in the technology and art of the machining trade. MOBD's Manufacturing Division, with input assistance from the legislation, worked to accelerate and coordinate state funding assistance to WMPI and to integrate this assistance with other programs and organizations.

Results:

In FY 98 WMPI trained 108 students

WMPI worked with over 45 companies to achieve a 90% placement rate, with an average placement wage of \$11 per hour. WMPI is finalizing plans to move into a well-equipped, larger building in West Springfield with the capacity to train over 150 students next year. Massachusetts, like many other states, has a strong need for skilled machinists. WMPI is now well-positioned to respond to this need and expand its program into

Central Massachusetts.

Fiber Optics—The tri-community area in Central Massachusetts is the birthplace of the fiber-optics industry. Sturbridge, Southbridge, and Charlton are known worldwide for fiber-optics technology and innovation. Companies located here are national leaders in research and development. The Manufacturing Division was instrumental in convening those leading companies in a forum to discuss common problems and possible collaborations. A working group was formed which led to the identification of a promising opportunity. If the companies could share developed technology, they could accelerate the applications of that technology into commercial projects or products. From this effort, the Center for Advanced Fiber-Optic Applications (CAFA) was born; a nonprofit corporation, CAFA has established a facility in the Southbridge Business Center. MOBD's Manufacturing Division worked to accelerate the work-plan and contract for funding granted by the Massachusetts legislature and to coordinate that funding with federal funding through NASA. CAFA has now secured a \$150,000 contract to define product concepts for Non-Invasive Physiologic Monitors, which would be suitable for NASA use and would also have significant commercial applications on earth. CAFA is working with MOBD and the University of Massachusetts to begin the fit-up of a micro-electromechanical systems (MEMS) laboratory which will advance the fiber-optics manufacturers in Massachusetts and greatly improve their competitive position worldwide. CAFA has 13 corporate members.●



Massachusetts has always prospered by sending new goods and products to the rest of the world. The ethic of entrepreneurship and innovation is alive and well as we continue to be on the cutting edge of many new and exciting industries.

Our new promotional tag line, "Massachusetts: Powered by Ingenuity," reflects our long history of innovation and economic success—matching our reputation as an educational and high technology leader. The Powered by Ingenuity logo has been heavily marketed through newly printed collateral material that includes company case study profiles, program information, new brochures, customized information sheets, and our trade show presentation. MOBD attended over 30 trade shows in Fiscal Year 1998 and provided literature to be distributed at several others.

The Fiscal Year 1998 strategy for the Massachusetts Office of Business Development (MOBD) focused on finding high-quality company leads and creating regular communications that would eventually lead to a personal sales encounter.

Lead generation was accomplished through targeted direct mail and advertisements in key industry publications. Direct mail was sent to several targeted mailing lists and returned more than 4,600 leads. A high percentage of respondents are heavily involved in the site location decision-making process and are looking to expand their businesses over the next 48 months. Space advertisements complementing the direct mail campaign were placed in *Plants, Sites & Parks, Area Development*, and

Expansion Management. Additional print advertisements were placed in regional and trade show publications. In addition, MOBD's web page continued to attract business questions and comments from companies and professionals around the world. More than 200 companies were sent detailed information on doing business in Massachusetts.



In response to House Bill 6135, An Act to Promote Job Growth in the Commonwealth, which provides tax incentives to the mutual fund industry, MOBD developed a specific direct mail brochure. The mailing was sent to 14,450 mutual fund companies, security brokers, investment research companies, and investment advisory service companies.

MOBD also developed four separate, regional direct mail campaigns in Fiscal Year 1998 for regions of the state that have failed to prosper even in times of high economic growth. Working closely with local economic development entities, MOBD designed brochures with response cards for Berkshire County, Fitchburg, Pioneer Valley and the South Coast (*Accushnet, Dartmouth, Fairhaven, Fall River, Freetown, Lakeville, Marion, Mattapoiset, New Bedford, Rochester, Somerset, Wareham, and Westport*) and identified targeted industries in each region. Response cards will be returned to MOBD and shared with our regional partners for follow-up.

Our South Coast marketing initiative included the creation of the South Coast Ambassadors Program, a coordinated economic development effort by leading CEOs of the South Coast and MOBD. The South Coast Ambassador's Breakfast was an opportunity for prominent business and community leaders to learn how to market the many advantages of locating a business in the South Coast. Also included in this effort was the development of a special section on the South Coast that was included in the second issue of *Business Ingenuity*.

Business Ingenuity, the magazine of applied innovation from Massachusetts, was launched in the Spring of 1998. 6,000 issues were printed and distributed to qualified leads and MOBD economic development partners.

The second issue of *Business Ingenuity* was released over

the summer, with 17,500 issues printed and distributed. The third issue of this quarterly publication will be released in the Fall of 1998. The National Economic Developers Association honored *Business Ingenuity* with two awards this year in its annual competition. In the newsletter category, *Business Ingenuity* received "Best in Its Class" and "Superior" for literature and promotion.

MOBD's public relations campaign reached every corner of the state. At least five events co-sponsored with local chambers of commerce and economic development groups in each MOBD region throughout the course of the year. These events provided opportunities for businesspeople and local officials to learn more about the many programs and incentives geared for Massachusetts companies. ●

Northeastern Massachusetts					
Date	Town	Location	Co-Sponsor	Event	Attendees
09/25/97	Billerica	Irish American Club	Billerica Chamber of Commerce	Business Development Workshop	70
09/30/97	Manchester	Town Offices	Manchester town officials	Business Development Workshop	15
11/07/97	Andover	Legislative Caucus-Sage Inn	Merrimack Valley Chamber of Commerce	Business Development Workshop	60
11/12/97	Andover	Andover Bank	Andover Bank	Business Development Workshop	14
01/14/98	Beverly	Cummings Center	Beverly Chamber of Commerce	Business Development Workshop	60
02/18/98	Salem	Hawthorne Hotel	Salem Chamber of Commerce	Business Development Workshop	28
02/27/98	Andover	Lanam Club	Merrimack Valley Chamber of Commerce	Business Development Workshop	40
03/04/98	Lynn	Lynn Community College Ctr.	Lynn Area Chamber of Commerce	Business Development WorkshopBusi-	100
04/07/98	Salem	House of Seven Gables	Salem Chamber of Commerce	ness Development Workshop	100
04/09/98	Gloucester	Gloucester Library	Cape Ann Chamber of Commerce	Business Development WorkshopBusi-	50
05/05/98	Billerica	Billerica Econ Dev & Finance offices	Billerica Development and Finance Corp.	ness Development Workshop	18

Small Business Development Initiatives

The Massachusetts Office of Business Development (MOBD) continued its efforts to increase small, especially minority and women-owned, businesses' participation in the continuum of services available through state government's public and private partnerships. MOBD focused its attention on the development of relationships that would enhance the programmatic links between state government's business development resources and those resources sponsored in coordination with the federal government and private sources. MOBD again presented its performance-based managerial training program to established business owners within targeted communities. MOBD also initiated contacts with minority-owned companies operating within Massachusetts' software and biotechnology markets.



Massachusetts Small Business Development Centers

MOBD reconfigured its contractual relationship with the statewide Massachusetts Small Business Development Center (MSBDC) network during Fiscal Year 1997 and was able to realize the benefit of this new relationship in Fiscal Year 1998. The new relationship facilitated MOBD's ability to provide its business development resources to a broader spectrum of small businesses, especially the minority and women-owned companies. The majority of the participating companies received business start-up or acquisition-related counseling. The counseling efforts resulted in companies receiving \$10.6 million in financing resources. Finally, the MOBD/MSBDC counseling efforts facilitated 375 jobs being created and 207 jobs being retained.

Technology Sector Initiative

As one of its Fiscal Year 1998 initiatives, MOBD established building a bridge between Massachusetts' minority-owned technology companies and state government's resources as a priority. Although this initiative is still in its developmental stage, MOBD already has experienced some success. An example would be Gwanthney Inc., a Cambridge-based biotechnology testing firm. To-date, MOBD and the Massachusetts Technology Collaborative (MTC) focused on identifying new market opportunities for the company.

Achieving the Competitive Advantage Program

This year's Achieving the Competitive Advantage Program represented a true public-private partnership.

Greater Boston Region

Date	Town	Location	Co-Sponsor	Event	Attendees
01/01/98	Newton	Chamber of Commerce	Newton/Needham Chamber of Commerce	Business Development Workshop	—
02/01/98	Malden	Chamber of Commerce	Malden/Medford/Everett Chamber of Commerce	Financing Opportunities	—
05/01/98	Revere	City Hall	—	Revere Econ. Development Summit	150
08/01/98	Revere	City Hall	—	Business Development Workshop	—
07/01/98	Randolph	Holiday Inn	—	Business Development Workshop	30

Southern Massachusetts

Date	Town	Location	Co-Sponsor	Event	Attendees
02/26/98	Plymouth	Town Hall	Plymouth	Business Development Workshop	45
03/19/98	Raynham	Wynn & Wynn, PC	Taunton/Bristol County	Business Development Workshop	25
05/27/98	Dartmouth	U-Mass, Conf. Dining Hall	Fall River/New Bedford	Business Development Workshop	35
06/05/98	Bridgewater	Eastern Utilities	Metro South	Business Development Workshop	30
06/30/98	Barnstable	Town Hall	Cape Cod	Business Development Workshop	50

MOBD secured corporate underwriting or in-kind contributions from Fleet Bank, AT&T, XEROX and the Hale and Dorr Legal Services Program to make this year's program a success. Twenty-one companies participated in the program and 18 of those companies completed the program. This year's 10-week program included the following presentation modules: Strategic Planning for Long-Term Growth; Financial Management and Treasury Functions; Human Resources and the Legal Environment; Strategic Marketing and Other Options for Greater Market Penetration; Salesmanship; and, finally, Internet Use for Small Business Growth. The companies participated in interactive exercises that facilitated the practical implementation of their recently acquired knowledge.

Several companies have entered into an expansion phase as a result of participating in the program. For example, Renewal, Inc., a recycling company, completed its first acquisition while participating in the program. Another example is Landmark Handbag Manufacturing, Inc., a manufacturer of fine leather goods. This company identified several new market areas in an effort to reach its projected revenues.

MECD Grant Program

The Minority Economic and Community Development (MECD) Grant Program continued to be a focal point of MOBD's community-based business development activities. For Fiscal Year 1998 the Legislature appropriated \$440,000 to the MECD Grant Program. The Legislature earmarked \$125,000 to Nueva Esperanza

Community Development Corporation for the development of an urban-based aquaculture project. Competitively scored awards totaling \$315,000 were granted to those community-based organizations whose proposals best satisfied the program's mission of strengthening the minority-owned business community and creating opportunities for community-based job growth. The program's matching funds criterion leveraged an additional \$1,355,415 making a total \$1,670,415 available for the program's stated purpose.

Competitively scored awards ranging from \$21,000 to \$61,059.12 were made to six organizations. The Fiscal Year 1998 awardees were Nuestra Comunidad (Boston), Merrimack Valley Small Business Development Council (Lawrence), Acre Family Daycare Corporation (Lowell), Chelsea's Commission on Hispanic Affairs—Small Business Resource Center (Chelsea), Center for Women & Enterprise (Boston) and Peer Partnerships, Inc. d/b/a Working Capital (Cambridge). Earmarked funds totaling \$125,000 were awarded to Nueva Esperanza Community Development Corporation (Holyoke).

For this reporting period, the MECD Grant Program's highlight was the Nueva Esperanza Community Development Corporation's (Neuvas) urban aquaculture initiative. The initiative proposed to incubate telapia, a white fish species, for wholesale and retail distribution. The initiative also included tapping into the available labor force and entrepreneurial activity within its targeted community—the city of Holyoke's Flats District. ●

Central Massachusetts

Date	Town	Location	Co-Sponsor	Event	Attendees
11/10/97	Marlborough	3 Com	Representative Stephen LeDuc	Business Development Workshop	150
04/07/98	Maynard	Clock Tower Place	Assabet Chamber of Commerce	Business Development Workshop	40
05/05/98	Clinton	NYPRO	Representative Harold Naughton	Business Development WorkshopBusi-	150
05/13/98	Leominster	Sheraton Four Points	Corporate Logistics	ness Development WorkshopBusiness	300
06/11/98	Southbridge	Southbridge Police Station	Town of Southbridge	Development WorkshopBusiness Devel-	100
06/11/98	Leominster	North Central Chamber	North Central Chamber of Commerce	opment Workshop	25

Western Massachusetts

Date	Town	Location	Co-Sponsor	Event	Attendees
04/03/98	Deerfield	Chandler's Tavern	Franklin County	Business Development Workshop	70
04/14/98	Pittsfield	BankBoston Business Center	Local Banks	Business Development Workshop	12
04/30/98	Holyoke	Yankee Pedlar Inn	Holyoke/Chicopee/Westfield	Business Development Workshop	25
05/12/98	Springfield	STCC Business Center	Enterprise Community	Business Development Workshop	29
05/21/98	Monson	Horatio Lyon House	Quaboag Valley	Business Development Workshop	15
06/04/98	Easthampton	East Works	Northampton/Easthampton	Business Development Workshop	12

**Total Jobs Created/Retained
Through MOBD Efforts 1st Quarter
Fiscal Year 1998: 7/1/97 to 9/30/97**

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
3-D Welding, Inc.	7	-	Attleboro	Manuf.-fabrication
Amaral Industries	2	2	Bellingham	Manuf.-welded products
Ameriglobe Lawn Sprinklers	4	-	Framingham	Manufacturing
Astra Research	65	65	Waltham	Biotechnology
AT&T	200	-	Fairhaven	Telecommunications
Automatic Specialties	8	30	Marlboro	Manuf.-welded wire products
Berkshire Ivy Gardens, Inc.	10	45	Williamstown	Agriculture
Boston Auto Port	50	400	Charlestown	Auto Import
Brainin Advance Industries, Inc.	10	150	Attleboro	Manuf.-electronic contacts
Brookfield Machine	15	68	W. Brookfield	Manuf.-close-tolerance tools
Business Info. System	4	-	Northampton	Telecommunications
C.H. Yates Rubber Corp.	20	86	Fall River	Manuf.-rubber molded products
CIL	-	64	Lawrence	Manuf.-metal fabrication
Computer Imprint Label Systems (CILS)	12	-	Beverly	Manufacturing
Country Plaza	10	-	Grafton	Retail Plaza
East Coast Seafood, Inc.	12	125	Lynn	Fish packing & processing
EMC Corporation	1000	2500	Franklin	Manuf.-data storage
G.M.F. Corp.	18	7	Gloucester	Seafood Processing
Gateway Project/Ahem & DeWitt Law Offices	2	2	Lowell	Law Firm
Gateway Project/Butler Bank	15	16	Lowell	Banking
Gateway Project/Gateway Center Corp.	-	-	Lowell	Real Estate Development
Gateway Project/Moloney Law Office	2	1	Lowell	Law Firm
Gateway Project/Neuro Rehab Assoc./Northeast Rehab	17	-	Lowell	Medical Services
Gateway Project/New England Neurological Assoc.	2	-	Lowell	Medical Services
Gateway Project/Pearson & Pearson Law Firm	7	12	Lowell	Law Firm
Gateway Project/West Coast Video/HB Assoc.	3	-	Lowell	Retail
Geka Brush Manufacturing Corp.	13	19	Montague	Manuf.-brush
General Metal Finishing Co.	10	117	Attleboro	Manuf.-metal finishing
Graphic Illusions	-	75	Dennisport	Manufacturing
Heat Fab, Inc.	50	49	Montague	Manuf.-venting products
HIS Management	8	10	Pittsfield	Financial Services
Husky Injection	-	80	Pittsfield	Plastics
Improvision	3	-	Quincy	Software
LePages, Inc.	120	50	Gloucester	Manuf.-adhesive-based products
Litchfield Financial Corp.	70	-	Williamstown	Financial Services
Mass Wood Recycling	3	4	Oxford	Wood Processing
Monico, Inc.	10	4	Holyoke	Computer Repair
Nexus Adhesive Corp.	2	-	Chelmsford	Manuf.-adhesives
Nutcracker Snacks, Inc.	20	60	Billerica	Manuf.-food
NutraMax Products, Inc.	100	140	Gloucester	Manuf.-health & beauty aids
Pep Boys	10	-	Fall River	Retail Sales
Phillips Plastics	7	-	Framingham	Manuf.-plastics injection molder
Rika Denshi America	18	2	Attleboro	Manuf.-electronics
Riverside Manufacturing Co.	170	100	New Bedford	Manuf.-apparel
Rodney Hunt Co.	6	6	Orange	Manuf.-water gates, valves
Shephard Envelope	3	15	Worcester	Manuf.-envelopes

**Total Jobs Created/Retained
Through MOBD Efforts 2nd Quarter
Fiscal Year 1998: 10/1/97 to 12/31/97**

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
AA Precision Machine	6	15	Fall River	Manuf.-machine tool
AMF Technologies	-	50	Boston	Manufacturing
Anderson International	10	20	Barnstable	Manuf.-promotional products
Applied Dynamics	5	25	Greenfield	Electronics
Argotec	6	5	Greenfield	Manuf.-film
Autre Products	12	-	Chelsea	Manuf.-marine related products
AV Sportswear	25	25	Chelsea	Manuf.-outerwear
Berkowitz Trucking	6	14	Northbridge	Recycling service & trucking
Boston Scientific Corp.	170	76	Quincy	Distribution
Breda	60	-	Littleton	Manuf.-trains
Brookfield Engineering Lab	50	160	Middleboro	Manuf.-viscometers
Century Electronics	10	120	Marlboro	Manuf.-electronic circuit boards
Chadwick's of Boston	300	150	Taunton	Retail-catalog
Chelsea Creek Redevelopment	3	-	Chelsea	Operator of pkg. facility
Come Play Products	41	170	Worcester	Manuf.-plastic injection molding
Commonwealth Sprague	-	7	N. Adams	Manufacturing
Concorp	2	8	Acton	Enviro. consultant
Connector Park, LLC/Joan Fabrics	120	-	Lowell	Manufacturing
Crimcom	2	3	Haverhill	Value added service
CS Pierce Companies	27	180	Brockton	Manuf.-specialty
CSR/New England Pipe ▲	-	-	Plainville	Environmental
Curriculum Associates, Inc.	30	87	Billerica	Instruction materials
Curtis Tractor Cab	60	111	Worcester	Manuf.-wire welded products
CVS - Back Office	300	-	N. Attleboro	Pharmaceutical
D. Pike & Co./DAP Assoc.	11	8	Beverly	Direct marketing services
Danvers Savings Bank	6	3	Beverly	Banking
Dartmouth Building Supply	9	20	Dartmouth	Retail-lumberyard & store
Dartmouth Millwork Inc.	4	2	Dartmouth	Manuf.-doors & windows
Dartmouth Sports Dome	22	-	Dartmouth	Athletic facility
DHL Airways	10	78	Somerville	Packaging & delivery
Duncan M. Skinner	5	-	Fall River	Manuf.-textiles
EDI/ECI of New England	7	13	Chelsea	Manuf.-elevator
Engineered Polymers	10	31	Chicopee	Manuf.-resin compounder
Fall River Manufacturing	30	35	Fall River	Manuf.-industrial fasteners
Gift Basket Supplies, Inc.	10	20	Brockton	Manuf.-gift baskets
Ginsco, Inc.	12	13	Fall River	Manuf.-baking
Global Protection Co.	5	15	Boston	Packaging
Greenfield Paper Box	16	30	Greenfield	Manuf.-box
Harmon Personnel	3	3	Greenfield	Temp. agency
Harvey Industries	230	70	Dartmouth	Manuf.-bldg. products
Holland Tire & Auto	1	3	Holland	Service station
Holyoke Card & Paper	49	76	Springfield	Manuf.-paper converting
Honematic Machine	-	30	Boylston	Manuf.-precision components
International Institute of Culinary Arts	15	-	Fall River	Education institute
Jen-Coat, Inc.	35	202	Westfield	Coater & laminator
Jobel Realty Trust	1	3	Athol	Retail-shopping plaza
John Greney Metal	5	-	Sheffield	Manuf.-specialty metals
Judd Wire	82	192	Montague	Manuf.-cable & wire
Kayem Foods	60	335	Chelsea	Manuf.-meat
Lightlife Foods	40	82	Montague	Manuf.-health food

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
Logan Park & Fly	6	-	Chelsea	Parking
Lorenz Industries	1	-	Newton	Distributor
Lydia's Bakery, Inc.	-	32	New Bedford	Manuf.-bakery
Matrix Metals	5	15	Attleboro	Manuf.-safety discs
Medical Scientists	-	5	Boston	Software
Metro North LLC	-	-	Woburn	Real estate
Mike's Auto Body	5	15	Fall River	Repair & service
Miniature Tool & Die	5	10	Charlton	Manuf.-machine tools & dies
Nantucket Glass	4	4	Heath	Manuf.-glass blower
National Van Sales	7	23	Attleboro	Manuf.-van converter
Norking Manufacturing	5	15	Attleboro	Manuf.-metal parts
Northern Wind Seafood	26	39	New Bedford	Seafood processing
Nu Visions Inc.	103	96	Springfield	Electronics
Paul Revere Transportation	17	245	Chelsea	Transportation company
Pelletier Lumber	26	-	Gardner	Retail-lumber/home supplies dealer
Personal Electronic Devices	14	4	Natick	Electronics
Pike Communications, Inc.	8	30	Beverly	Telemarketing
Precision Engineering Plastics	10	20	Fall River	Manuf.-toy & computer parts
Primary Care & Mental Health, Inc.	7	14	Lynn	Health care-medical center
Quincy Shipyard	1000	-	Quincy	Manufacturing
Richwell Mold & Tool	5	8	Pittsfield	Plastics
Silverstein's	5	10	Dartmouth	Retail -men's clothing
Small Corp.	9	24	Greenfield	Manuf.-wood products
South Shore Millwork	10	9	Norton	Manuf.-wood millwork
Stanley Woolen Mill	-	-	Uxbridge	Real estate
Sullivan Paper Co.	24	217	Springfield	Paper plastics
Telecomm Dept. c/o Dorothy Pike	1	3	Beverly	Direct marketing services
Terra Company	2	5	Beverly	Distributor
Thermo-Seal Glass	3	10	Uxbridge	Manuf.-glass
Thomas & Belts	69	175	Orange	Manuf.-plastic ties
Today's Auto Body	3	15	Chelsea	Collision repair shop
Toys R Us	28	172	Westfield	Toy distributor
Tri-State Precision	5	2	Northfield	Manuf.-precision metalwork
US Trust	6	-	Chelsea	Bank
Valkyrie Company	150	156	Worcester	Manuf.-leather goods
Waltham Beef Co.	-	60	Boston	Manufacturing
Watson Mailing	16	19	Chelsea	Full service mailer
Welch's	45	-	Billerica	Manuf.-agricultural
Whipple Co.	4	25	Natick	Manufacturing
Total Projects/Companies:	89			
Total Jobs Created:	3,557			
Total Jobs Retained/Impacted:	3,967			

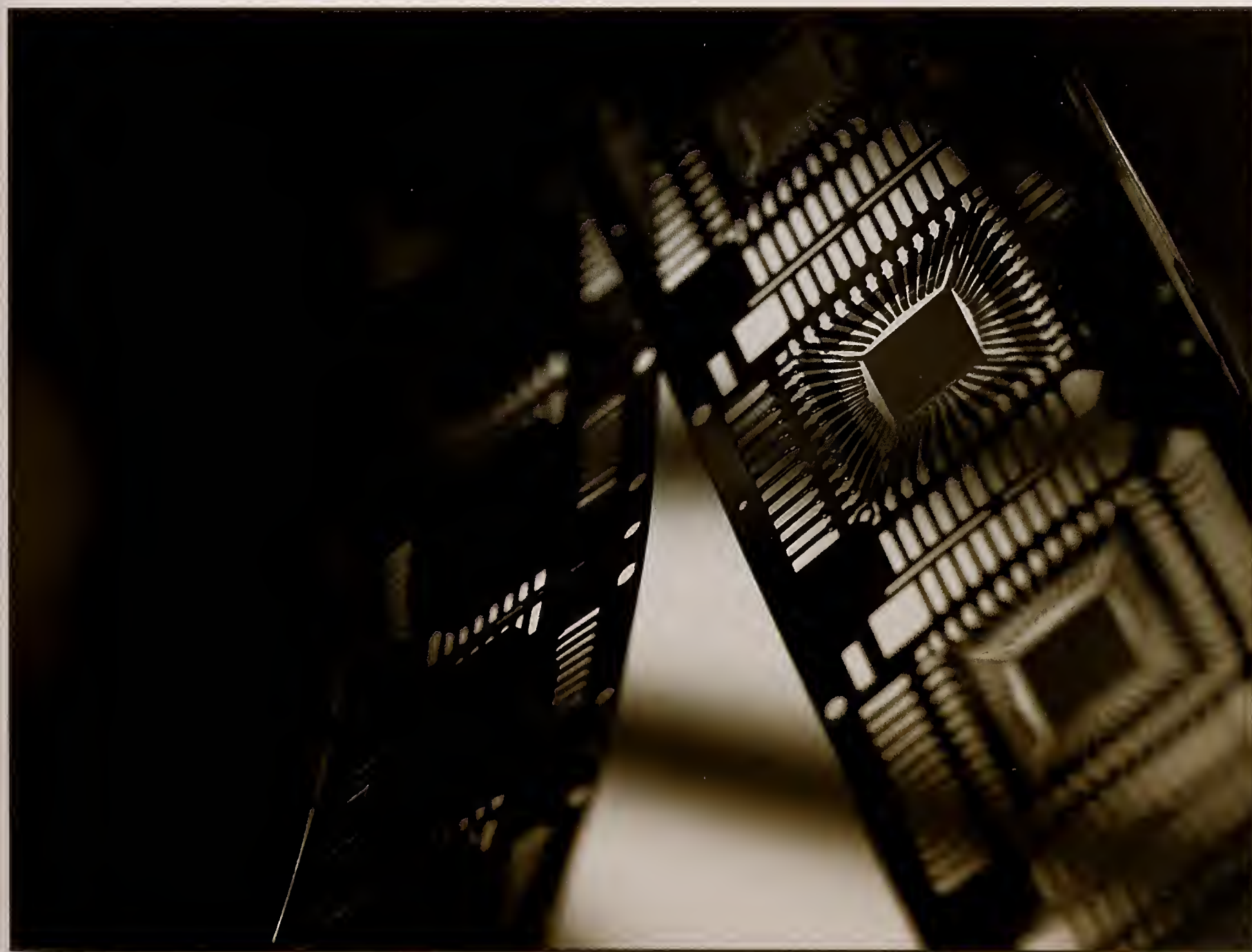
**Total Jobs Created/Retained
Through MOBD Efforts 3rd Quarter
Fiscal Year 1998: 1/1/98 to 3/31/98**

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
3Com University	-	250	Marlboro	Manuf.-electronic
3W Inc. McDonald's	22	-	New Bedford	Retail-restaurant
Accutech Plastics	5	55	Marlboro	Manuf.-plastics
Admore	10	30	Sterling	Manuf.-trade show exhibits
Agility, Inc.	-	30	Ayer	Manuf.-electronic
Athol Mem. Hospital	-	-	Athol	Health care
Autre Products	5	-	Chelsea	Manuf.-environmental
Blue Gold Mussel, Inc./PVC Corp.	5	20	Fall River	Aquaculture
Caldor Corp	30	290	Westfield	Retail distribution center
Camar Corp	3	7	Worcester	Manuf.-small turbines
Cape Cod Coffee	14	7	Mashpee	Service food
Cliftex Corp.	-	430	New Bedford	Manuf.-apparel
Clifton Asst'd Living Center	36	-	Somerset	Health services-assisted living facility
Clifton Support Living Center	42	-	Somerset	Health services-treatment facility
Cranston Print Works	-	420	Webster	Manuf.-textile
Cumberland Manufacturing	30	-	Attleboro	Manufacturing
Curtain Manufacturers Plus, Inc.	73	27	Fall River	Manuf.-textiles/apparel
ECHO Industries	-	5	Orange	Manuf.-metal fabrication
ELATEC	-	20	Wilmington	Manuf.-furnaces
Ethan Allen	-	134	Dudley	Manuf.-furniture
Ex-Cel Plastics	30	65	Salem	Manufacturing
Fall River Five Cent Savings	15	50	Fall River	Bank
Fiber Spar & Tube Corp.	200	125	Wareham	Manuf.-pipe products
George's Bakery	4	8	Methuen	Manuf.-food
Ginnery International Foods	3	2	Andover	Manuf.-specialty foods
Graph Pack	2	-	Lawrence	Manuf.-cardboard
Harbor Corporation	5	28	Quincy	Manuf.-specialty foods
Hill Engineering	5	7	Topsfield	Manuf.-elect
Holyoke Plaza Assoc.	1	30	Holyoke	Retail-developer
Hudson Creek	-	68	Hudson	Manuf.-pewter figurines
Jevic Trucking	25	70	Oxford	Trucking & distribution
K&J Packaging	-	25	Pepperell	Manuf.-paper products
KRH Rolls	-	2	Orange	Manuf.-industrial roll
Landmark Handbag, Inc.	4	8	Framingham	Manufacturing
MackTechnologies	20	260	Westford/Marlboro	Manufacturing
Mass Transfer Systems, Inc.	20	30	Fall River	Manuf.-jet mixing systems
MediBase Inc.	-	2	Brookline	Software/biotech
Mellon Bank	250	1350	Everett	Financial services
MetroWest Wellness Center	100	-	Framingham	Healthcare-wellness clinic services
MLK Center	10	-	Worcester	Community services
Morgan-Koch	20	-	Worcester	Manuf.-wire drawing
New England Milling	-	40	Ayer	Flour milling
Omnipoint Communications	100	-	Lowell	Telecommunications-wireless
Oxford Graphics	10	14	Gloucester	Printing services
Parker Hannafin/Chomerics	80	320	Woburn	Manuf.-electronics
Pitino Foods	1	-	N/A	Retail-food
Pro Pel Plastechs	-	4	Deerfield	Plastics recycler
Quaker Fabric	-	1500	Fall River	Manuf.-woven fabrics
Ramsbottom Printing	14	28	Fall River	Commercial printer
Rex Cut Products	-	85	Fall River	Manufacturing

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
Rice Barton	-	16	Worcester	Manuf.-metal fabrication
Sales Lan	5	-	Revere	Software
Sencorp Systems	60	120	Barnstable	Manuf.-plastic packaging
Telemedia Systems	1	-	Westford	Computer hardware
Titleist & FootJoy	-	107	New Bedford	Manuf.-sports equipment
Wakefield Engineering	33	-	Fall River	Manuf.-thermal mgmt. product

Total Projects/Companies:
Total Jobs Created:
Total Jobs Retained/Impacted:

56
1,293
6,089



**Total Jobs Created/Retained
Through MOBD Efforts 4th Quarter
Fiscal Year 1998: 4/1/98 to 6/30/98**

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
A. Duie Pyle	45	47	Webster	Transportation
Advance Frequency Product	4	30	Andover	Microwave technology
Advanced Automotive Technologies	12	17	Watertown	Manufacturing
Alicia A. McNeil, Attorney-at-Law +	-	-	Malden	Attorney
Amelia's Restaurant	4	6	Gloucester	Food-restaurant
American Gem Seafood	150	-	Fall River	Seafood processing
Ameriglobe	1	4	Framingham	Lawn sprinklers & irrigation
Applied Fiberoptics	5	47	Sturbridge	Manuf.-fiberoptics
Ark-Les Electronic Products	57	49	Gloucester	Manuf.-electronics
Atlas Box & Crate	10	35	Sutton	Manuf.-custom wooden crates
Baron Company (Corcoran School)	19	-	Clinton	Assisted living facility
Bell Atlantic	80	-	Somerville	Telecommunications
Boston Sea Farms	2	-	Boston	Aquaculture
Brunswick Medical Technologies	5	11	Wareham	Manuf.-medical products
Butler Automatic, Inc.	30	60	Middleboro	Manuf.-specialty
Center for Health & Development, Inc. +	-	-	Boston	Rehabilitation
Cerplex	50	135	Billerica	Manuf.-computer
Crystal Journey Candles	2	8	Leicester	Manuf.-candles
City Fresh Foods, Inc. +	-	-	Dorchester	Manuf.-foods
Clarendon Real Estate Advisors, Inc. +	-	-	Boston	Real estate advisors
Clock Tower Place	610	-	Maynard	Multi-tenant office & light manuf.
Clydesdale Marketing	1	-	Boston	Distribution center
Congyne Freezer, Inc.	25	-	Fall River	Distribution/wholesale
Customer Services Enterprises, Inc. +	-	-	Boston	Customer service
DAR, Inc. +	-	-	Dorchester	Technical training-daycare
Designers Choice +	-	-	Cambridge	Retail/wholesale-flowers
Diamond Machining Technology	10	35	Marlboro	Manuf.-hand held sharpeners
ECM Plastics	1	4	Worcester	Plastics
Excel Switching Corp.	175	-	Barnstable	Manufacturing
Executive Ventures +	-	-	W. Brookfield	Hospitality-corporate B & B.
Ferrari Classic	2	2	Southwick	Model cars
Framingham CDAG	-	-	Framingham	Office park, technology center
G & H Landscape	23	30	Holyoke	Landscaping
Gentex Optics	200	422	Dudley	Manuf.-polycarbonate optical lens
Gerald O. Hicks, Attorney-at-Law +	-	-	Allston	Attorney
Gettens Electronic	4	5	Greenfield	Electric supply
Glenwood Springs +	-	-	Boston	Spring water
Hannaford Homeruns	180	210	Somerville	Service-food delivery
Harmon Personnel	-	3	Greenfield	Employment agency
Health Care Staffing, Inc.	125	-	Fall River	Health services
Horner Millwork Corp.	30	170	Somerset	Manuf.-building products
Howland Tool & Machine Ltd.	7	5	Freetown	Manuf.-moldings
HT Machine	11	27	Webster	Machine shop
Inner-City Software +	-	-	Dorchester	Software development
Interprint	25	51	Pittsfield	Paper/laminating
JR Reprographics +	-	-	Revere	Services-ad
Keymage	7	-	Boston	Software
KMK System	2	-	Topsfield	Manufacturing
Landmark Handbags Mfg., Inc. +	-	-	Framingham	Manuf.-handbags
Leominster Die Services	15	16	Leominster	Plastics

Project / Company	Estimated Jobs Created	Estimated Jobs Retained/Impacted	City / Town	Industry
Liege Waffles	1	-	Stoughton	Food services
MacKenzie Group Corp. +	-	-	Belmont	Association management
Mini-Coach of Boston	5	100	Chelsea	Service-motor pool
Parexel International Corp.	82	160	Lowell	Contract marketing
Pekarski Sausage Co.	-	4	Deerfield	Meat processor
Pickering Wharf Hotel	45	-	Salem	Hotel
Pod, Inc.	12	-	Cambridge	Graphic design
RCN	75	-	Somerville	Telecommunications
Renewal, Inc. +	-	-	Boston	Recycling
Rocheleau Tool & Die	23	17	Fitchburg	Manuf.-cutter grinding fixtures & plastic mold machinery
Rochester Environmental Park	-	25	Rochester	Environmental
Ryerson Steel	25	75	Devens	Distributor-steel
Sager Electronical Supply Co., Inc.	70	80	Middleboro	Distribution
Serta Mattress Co.	125	132	Middleboro	Manuf.-bedding products
Sisson Engineering	2	24	Northfield	Medical Instruments
Smith Family Orchards	-	3	Ashfield	Apple orchard
Standard Products	11	10	Whitman	Manuf.-small appliances
Star Container	25	150	Leominster	Packaging
Tech-Color/Synergy Imaging	15	-	Amesbury	Photoprocessing
Thomas Henry Fine Furniture	20	-	Sturbridge	Manuf.-hospitality & light
Treasured Legacy +	-	-	Boston	Retail-ethnic art books
Tri Star Technologies	-	250	Methuen	Manuf.-circuit board
Trouvailles	-	15	Watertown	Manuf.-furniture
Understanding Solutions	2	-	Boston	Consultant
Valkyrie Company Phase II	150	256	Worcester	Manuf.-leather goods
Venus Couture Ltd. +	-	-	Lawrence	Fashion Design
W.E. Informatik	5	-	Boston	Software
Whalley Computer	28	56	Southwick	Computer
Woods Equipment	23	56	Gardner	Manuf.-heavy equipment
Your Limo +	-	-	Dorchester	Transportation-handicapped

Total Projects/Companies: 80
Total Jobs Created: 2,673
Total Jobs Retained/Impacted: 2,842

▲ **STEP: Strategic Envirotechnology Partnership:** Program offering environmental and energy technology companies an integrated package of services to assist them in commercializing their innovative technologies.

+ **Achieving the Competitive Advantage Program:** Performance-based managerial program exposing participants to various topics including strategic planning, financial management techniques, and the use of computer-based technologies

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